



**WORLD  
EMPLOYMENT  
CONFEDERATION**

The Voice of Labour Market Enablers

# Making Transitions Work!

**Inspiration and recommendations  
for futureproof labour markets**

**Realise agency workers' access  
to fundamental rights, collective  
bargaining and decent work  
through a regulatory framework  
that ensures quality labour  
market allocation and matching**

**Dedicate resources and  
programmes to research  
and promote effective  
cooperation between  
public and private  
employment services**

**No Future  
of Work  
without Social  
Innovation!**



Find out more on  
our social innovation  
stories database

# Making Transitions Work!

*Labour markets are becoming more dynamic, volatile and unpredictable, creating a growing number of transitions for individuals to navigate. More than ever, people need support to gain work experience, find career guidance, maintain and develop skills. Private Employment Services provide such support. They empower workers to get their next opportunity, reduce informality, promote inclusiveness and support agility for individuals, businesses and the economy. In short, they make transitions work.*

*Yet, Private Employment Services cannot do it alone. Policymakers need to create the enabling regulatory environment for Private Employment Services to operate. As the International Labour Organisation (ILO) aligns its mandate to the 21st century, the time is right to secure the best labour market support that individuals can get in finding productive and quality work. The World Employment Confederation, the global representative body for private employment services, calls on workers, businesses and government representatives assembled in the ILO to adopt the following actions:*

**1**

**Realise agency workers' access to fundamental rights, collective bargaining and decent work through a regulatory framework that ensures quality labour market allocation and matching.**

ILO Convention 181 is the right instrument for this as "it allows the operation of private employment agencies as well as the protection of the workers using their services". The ILO should significantly increase its efforts in further ratification and implementation of the Convention at national level.

**2**

**Dedicate resources and programmes to research and promote effective cooperation between public and private employment services.**

When public and private employment services successfully cooperate, policy and market work in tandem to support individuals in better navigating labour market transitions.

**3**

**No Future of Work without Social Innovation!**

The coexistence of diverse forms of work requires to rethink our social protection schemes in order to provide new safety nets to workers. Policymakers and social partners in the ILO should work together to find new solutions for working, learning and social protection for all.

Private employment services are committed to support individuals of diverse backgrounds, ages, skill levels, lifestyles, genders, and capabilities in accessing that first or next job opportunity – with the highest quality and compliance standards. As showcased by the variety of cases outlined in this publication, Private Employment Services already started creating new ways of working, learning and providing social protection. Labour market professionals seek to further partner with workers, businesses and policymakers at the national, sectoral, regional and international levels to enable prosperity of individuals, businesses and society as a whole.



#### **ILO COMMISSION ON THE FUTURE OF WORK - 'WORK FOR BRIGHTER FUTURE' REPORT – 2019**

*“Working lives have always involved transitions: school to work, becoming parents, changing jobs, moving into retirement. The challenge of these transitions is compounded by the global transformations under way – technology, demographic shifts and the transition to a low-carbon economy. Supporting people through these transitions will expand their choices and provide the security to cope with change. It will empower people to shape their working lives and societies to harness the demographic advantages in some regions and create lifelong active societies in others.”*



#### **OECD 2019 EMPLOYMENT OUTLOOK – THE FUTURE OF WORK**

*“The world of work is undergoing significant changes. Technological progress, globalisation and ageing populations are some of the most cited trends shaping the labour market along with efforts to mitigate the effects of climate change. At the same time, new organisational business models and evolving worker preferences are contributing to the emergence of new forms of work that depart from the traditional norm of permanent full-time dependent employment.”*

# 1

## Realise agency workers' access to fundamental rights, collective bargaining and decent work and create a regulatory framework that ensures quality labour market allocation and matching

Diverse forms of work, including agency work, foster adaptation, inclusiveness and participation into labour markets. Agency work is a recognised form of work that, when appropriately regulated, provides access to quality employment, skilling and social protection. The ILO Convention on Private Employment Agencies (No. 181) stands at the heart of decent labour market matching and secured transitions. It reconciles the need for efficient labour market allocation with the protection of workers. In doing so, it provides and tailors workers' fundamental rights and labour conditions to the triangular employment and recruitment model (within and across borders). This Convention thus provides agency work as a model of a decent form of flexibility. **With the increasing number of labour market transitions, policymakers need to create and secure the appropriate regulatory framework to balance workers' and businesses' interest for decent labour market matching.** The ILO should significantly increase its efforts for further ratification and implementation of ILO Convention 181.



### OECD 2019 EMPLOYMENT OUTLOOK – THE FUTURE OF WORK

*“Several studies show how training provided by Temporary Work Agencies can lead to good employment outcomes in the longer-term and can improve the productivity of workers. In addition to the training programmes provided directly by Temporary Work Agencies, many OECD countries – such as Austria, Belgium, France, Italy, the Netherlands, Spain, and Switzerland – have set up dedicated training funds to finance the training of agency workers.”*



### 2018 G20 LABOUR AND EMPLOYMENT MINISTERS MEETING DECLARATION – RECOMMENDATION 13

*“Labour relations and institutions continue to evolve. Certain forms of employment, such as part-time work, temporary employment and third-party agency work, among others, present opportunities for job creation, including self-employment, labour mobility, access to the labour market, and the inclusion of vulnerable and underrepresented groups [...]”*



### Swissstaffing – TempTraining

Temporary agency workers often look for work in various industries, staying only for a short time in one company, or lack the necessary resources to finance training on their own. To tackle this, Swissstaffing created a training fund together with the trade unions. Every agency worker that has worked over four months is entitled to a CHF 4,000 (approx. €3,500) training voucher. To compensate the loss of income during training hours, the worker is also entitled to get up to CHF 2,000 (approx. €1,800) as training allowance. The bipartite training fund has an annual budget of CHF 16 million (approx. €12.5 million). 7,544 workers used the fund to access skilling and training in 2017.



### ABU – Prospect Statement

Until 2017, agency workers in the Netherlands were unable to apply for a mortgage loan. Together with banks, the Dutch association for employment agencies created an accredited method allowing a big data assessment on one's future employability and earning capacity. The result of the assessment is presented in a "Prospect Statement" that banks can use in their decision to provide the loan. By doing so, a worker's future labour market perspective, rather than their current employment contract, provides security to third parties. Over 3,500 Prospect Statements have been provided. Over 1,200 agency workers have been able to buy a house based on the Statement, none of whom would've been able to do so without this Statement.



### Prism'emploi – Intérimaires Santé

To improve the social security coverage of agency workers in France, a supplementary health insurance scheme has been implemented to cover medical costs and hospitalisation. This adds to the coverage already provided by the French state. The premium of the additional insurance is half covered by the employment agency. The insurance not only covers the worker, but also their family members. The fund is jointly managed by the trade unions and Prism'emploi, the French association of private employment agencies.

## 2

### Dedicate resources and programmes to research and promote effective cooperation between public and private employment services

Managing labour market inclusiveness and transitions should be efficient. Public and private employment services work best when they optimise their collaboration to get people to a job and build on their complementarity. This ensures the focus of public resources on those workers that need it most, while securing access to labour market support for all. In addition, public-private cooperation delivers efficient and cost-effective active labour market policies in a time of strained public budgets. **Partnerships do exist already. Yet, such collaboration practices need to be scaled up and their positive outcomes need to be shared more actively.** The ILO should support public-private cooperation by dedicating resources, programmes and funds to this end!



#### ILO COMMISSION ON THE FUTURE OF WORK - 'WORK FOR BRIGHTER FUTURE' REPORT – 2019

*“New mechanisms need to be found to reconfigure unemployment insurance, training and leave entitlements as “employment insurance”, improving employability (e.g. training for employment, self-employment or entrepreneurship) and empowering workers to pivot in the face of job loss. Collaboration between Public Employment Services and other partner organizations, including those in the private sector, needs to be reinforced.”*



#### OECD – GOOD JOBS FOR ALL IN A CHANGING WORLD OF WORK. THE OECD JOBS STRATEGY – 2018

*“Several OECD countries have experimented with the outsourcing of employment services to private providers. Contracting out job-placement and training services appears an attractive option to the extent that it opens up the market for these services to competition, which might decrease costs as compared to public delivery and stimulate innovative ways of responding to client needs.”*



### **PALSCON - Job Fairs**

The Philippine Association of Legitimate Service Contractors (PALSCON) continuously works with the Philippine department of Labour and Employment (DoLE) to offer decent job opportunities for jobseekers. As part of this collaboration, PALSCON and DoLE launched in 2018 a national Job Fair Caravan reaching out to workers across the country. The Job Fair Caravan includes training and human resource development activities, and it creates training modules and information campaigns related to workers' welfare, enhancement and growth. As part of the program, PALSCON and DoLE also exchange labour market information to support employability and participation.



### **Kelly Services – Kelly Veteran Employment and Transition Services (KVETS)**

To support former US army personnel advancing in a non-military career, Kelly Services has set up a dedicated in-house programme supporting veterans in all stages of transition by aligning their military skills and experience to customer-defined requirements. Through partnerships and collaborations with public and private partners alike, Kelly Services has hired over 18,000 veterans since 2015 and supported them in pursuing civilian work.



### **NHO Service og Handel – Ripples in the Water**

To increase labour market inclusiveness and participation of people with disabilities, the Norwegian Federation of Service Industries created a dedicated programme together with employers, trade unions and the Labour and Welfare department. "Ripples in the Water" provides jobseekers with tailored support and training, while at the same time subsidises enterprises. Both big and small Norwegian enterprises have used the programme to recruit 1,900 workers. The budget for the programme is NOK 8 million (approx. €810,000).

# 3

## No Future of Work without Social Innovation!

The coexistence of diverse forms of work requires to rethink our social protection schemes in order to provide new safety nets to workers. **Policymakers and social partners in the ILO should work together to find new solutions for working, learning and providing social protection for all!**

A labour market in flux requires adaptability. Labour regulations and protections should facilitate this. In many cases, labour market policies and social structures are too often designed for a 20th century way of working. This leads to unemployment, informality and fiscal risks. Social Innovation is needed to find new solutions for working, learning and providing social protection; solutions that promote labour market participation, inclusiveness, security and employability in a way that aligns with the realities and possibilities of the 21st century labour market. The ILO has a role in guiding social innovation and creating conditions for people to work in different and new ways throughout the course of their life, while having access to new forms of social protection, including on lifelong learning.



**ILO COMMISSION ON THE FUTURE OF WORK -  
'WORK FOR BRIGHTER FUTURE' – 2019**

*"As the organization of work continues to change, social protection systems will need to evolve to deliver continued protection for workers who move between wage employment and self-employment, between different enterprises and sectors of the economy or between countries, ensuring that rights and benefits are accessible and portable, including for those working on digital platforms."*



**OECD 2019 EMPLOYMENT OUTLOOK – THE FUTURE  
OF WORK**

*"Technological advances make alternative work arrangements a viable option for a growing share of jobs and provide opportunities for organising work through contractual arrangements that may bypass traditional employer-employee relationships. Legal safeguards and social protection provisions that were designed around traditional forms of employment may no longer apply to workers with "non-standard" contracts, or not to the same extent."*





## Recruit – Iction!

Against the backdrop of demographic challenges experienced in Japan, Recruit chose to focus on the 1.2 million Japanese women who want to work but find it difficult to combine work with caring responsibilities. To encourage their participation in the labour market, Recruit launched “Iction!”. The programme engages with businesses and young parents in creating the right conditions for them to combine caring responsibilities with work in a new way. Since the programme’s conception, 170,000 part-time jobs have been created and over 1 million child-raising mothers have received support and information.



## The Adecco Group – Fit for Future

With a population of about 95 million people, Vietnam is an important regional market for both global technology providers and domestic companies. The “Fit for Future” programme launched together with Plan International helps to find and train local talent from marginalised backgrounds – youth from remote rural areas, from the poorest families, from ethnic minorities, and youth with disabilities. It will specifically target young girls in Hanoi who face all kinds of barriers to education and access to work, train them in IT skills and help them get internships and jobs with local companies.



## Randstad – Barrio 31

Randstad Argentina is currently running a program in the shantytown Barrio 31, located in the center of Buenos Aires. Randstad has interviewed potential candidates from this neighbourhood since late July 2018, getting to know them and also providing tips and training to help them find a job. The candidates were selected on the grounds of having previously undergone three training modules with the City Government’s employment office. The project is a result of collaboration between CeDEL (Buenos Aires public employment service), the City of Buenos Aires, Randstad and the World Bank. So far, considerable talent has been found among the 142 candidates and a match was found for 34 positions. Randstad Argentina will continue with this project in 2019, as it has proven to be a great success case for social inclusion.



### American Staffing Association / Rangam - SourceAble

For a variety of reasons, companies find it challenging to fully utilise the unique skills and abilities of the neurodiverse workforce (workers on the autism spectrum). As a result, these workers remain underrepresented on the labour market. The SourceAble programme by the staffing company Rangam Consultants (a member of the American Staffing Association, ASA) seeks to connect US public and private Disability Support Agencies (DSAs) to companies looking for talent by creating conditions in which neurodiverse workers can thrive. Tailored training, job and workplace crafting, guidance and HR technology are all part of creating the environment for inclusive employment. For its efforts in promoting a neurodiverse workplace Rangam received the 2014 ASA Care Award.



### Polskie Forum HR / Job Impulse – TAKpetnosprawni

Amongst the 5 million Polish people with disabilities, only a quarter are participating in the labour market. In 2009, Job Impulse (a Polish recruitment agency and a member of the national staffing association PolskiForumHR) started “TAK” (Yes), a programme to promote the inclusion and participation of disabled workers by creating the conditions and environment for them and by educating and training clients (and their workforce) on how to recruit people with disabilities. Since then, Job Impulse has partnered with civil society, raised awareness on workplace diversity among their clients and placed over 500 people with disabilities in employment.



### Manpower – Jobs for Refugees

With growing numbers of refugees finding their way to Germany, Manpower Germany set up 12 ‘Welcome Centers’ in 2015 to assess their employability, train them and help them find work. This involved acquiring language, trade skills and occupational qualifications. The programme has supported so far 2,200 refugees from seven conflict-torn countries in finding meaningful employment in Germany.

*The World Employment Confederation is the voice of the employment industry at the global level, representing labour market enablers from 50 countries as well as 7 of the largest international workforce solutions companies. Members of the World Employment Confederation represent a wide range of HR services, including agency work, direct recruitment, career management, Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP).*

**Representing**

**50**  
**countries**  
**and**

**7**  
**of the largest**  
**international**  
**workforce**  
**solutions**  
**companies**



**WORLD  
EMPLOYMENT  
CONFEDERATION**

The Voice of Labour Market Enablers

Tour & Taxis Building - Avenue du Port 86c - Box 302, 1000 Brussels - Belgium

[WWW.WECGLOBAL.ORG](http://WWW.WECGLOBAL.ORG)

[@WECGLOBAL](https://twitter.com/WECGLOBAL)

[WORLD EMPLOYMENT CONFEDERATION](https://www.linkedin.com/company/world-employment-confederation)

**LEADING**  
**IN A CHANGING**  
**WORLD OF WORK**